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Proposed medium-term plan for the period 2002-2005

Programme 24
Management and central support services

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Overall orientation

24.1 The overall objectives of this programme are to support the intergovernmental processes of the Organization by providing effective Secretariat support services to the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council and their subsidiary organs, as well as to various special conferences and meetings held under the auspices of the United Nations, and to enhance the efficiency and effectiveness of the Organization in managing its administrative, financial and human resources. The basic mandate derives from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101. In addition, the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213, 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations as well as resolutions 52/12 A and B and other relevant resolutions of the Assembly provide the basis for implementing this programme.

24.2 The overall strategy of the Department of Management in meeting the programme's objectives follows the Secretary-General's programme for reform adopted by the General Assembly in its resolutions 52/12 B and 52/220. The Department aims to strengthen the Secretariat's capacity to deliver the mandated programmes. Efforts to simplify procedures will continue, in particular through the progressive upgrading of the technological capacity of the Secretariat, including determining how and where operations can best be carried out, while leaving central management to concentrate on policy development, guidance and monitoring of compliance. Attention will be paid to further strengthening the existing common and joint services and expanding and developing new common and joint services among the United Nations organizations wherever and whenever they would be the most efficient arrangement for providing support services. In this context, specific measures will be taken to strengthen the common services provided by the United Nations Office at Nairobi.

24.3 The Department of Management at Headquarters and the United Nations offices at Geneva, Vienna and Nairobi are responsible for the implementation of this programme and the achievement of its objectives.

Subprogramme 1
Management services

Objective

24.4 The objective of the subprogramme is to support the continued improvement of management and administration throughout the Secretariat.

Strategy

24.5 The substantive responsibility for this subprogramme is assigned to the strategic management policy team, or the Management Policy Committee, consisting of the Under-Secretary-General for Management and three Assistant Secretaries-General of the Department of Management, assisted by the Management Policy Office of the Department and the management of the United Nations offices at Geneva, Vienna and Nairobi. The Management Policy Committee will continue to ensure an integrated approach to improving management throughout the Secretariat. To this end, effective reporting and monitoring systems will be established, appropriate accountability mechanisms will be put in place, processes, procedures and rules will be further simplified and streamlined and an effective planning and evaluation capacity, which will include performance measurement standards and analytical performance reports, will be developed. The Department will maintain effective communications and transparent consultations with Member States on the management improvement issues and ensure effective substantive support on those issues to the General Assembly and its relevant subsidiary organs.

24.6 In specific areas of the subprogramme, such as the management of financial assets and the administration of justice, attention will continue to focus on effective management of the limited financial resources available to the Organization and on facilitating the functioning of the internal justice system of the Secretariat through constant monitoring of established policies and procedures and the development of measures to protect the interests of the Organization and to safeguard its assets.

Expected accomplishments

24.7 Accomplishments would include management improvements that would reduce the burden of administration and provide programme managers with the authority that they need to deliver effectively the mandated programmes while retaining full accountability.

Indicators of achievement

24.8 Indicators of achievement would be:

(a) The outcome of an evaluation by the General Assembly of the implementation of management reform in the Secretariat;

(b) The degree of satisfaction expressed by users of specific services provided by the Management Policy Office.

Subprogramme 2
Programme planning, budget and accounts

Objectives

24.9 The major objectives of the subprogramme are: to facilitate intergovernmental deliberations by the General Assembly and decision-making on the issues of planning, programming, budgeting and accounts of the Organization; and to ensure sound financial management of the Organization and the effective monitoring and management of its assets, including the provision of timely services to Secretariat and other users.

Strategy

24.10 The substantive responsibility for this subprogramme rests with the Office of Programme Planning, Budget and Accounts, with support from the related operational units of the United Nations offices at Geneva, Vienna and Nairobi. During the plan period, attention will be focused on strengthening budgetary and accounting policies and on the systematic strengthening of compliance by the Secretariat with the Financial Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and other relevant policies and directives to ensure efficient use of the resources of the Organization. The translation of legislative mandates into plans and programme budgets and the application of budgetary procedures, guidelines and methodologies for the regular budget, peacekeeping operation budgets and extrabudgetary resources will be further improved to facilitate the effective management, implementation and monitoring of the Organization's activities and resources. Measures will be also taken to ensure accuracy and timeliness in meeting the Organization's financial obligations from within its available resources, in collecting, recording and processing relevant financial data, and in further improving financial control and transparency in the presentation of the financial statements and the accounts of the Organization to the United Nations Board of Auditors. Special efforts will be made to fully exploit the potential of the Integrated Management Information System by further training staff and developing analytical reports to identify opportunities for servicing users better and on a timely basis.

Expected accomplishments

24.11 Accomplishments would include stricter compliance by departments and offices of the Secretariat with the Financial Regulations and Rules and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Improved budgetary control and monitoring of expenditures would lead to better resource use, to progressively reduced variances between the authorized resources and the final expenditures and to increased accuracy and timeliness of budgetary and financial reports. Users' needs would be met on a more timely basis.

Indicators of achievement

24.12 Indicators of achievement would be:

(a) The audit opinion of the United Nations Board of Auditors on the financial statements of the United Nations;

(b) The availability of budgetary documents and financial reports by the required dates;

(c) The satisfaction of users with regard to the quality and timeliness of services rendered, including payroll, insurance, invoices and claims processing.

Subprogramme 3
Human resources management

Objective

24.13 The primary objective of this subprogramme is to implement and sustain a system of modern human resources management that ensures that the Secretariat can carry out its functions efficiently and effectively.

Strategy

24.14 The substantive responsibility for this subprogramme rests with the Office of Human Resources Management, with support from the relevant organizational units of the United Nations offices at Geneva, Vienna and Nairobi. During the plan period, the strategy will be focused, in particular, on comprehensive and systematic recruitment, placement and career development policies; strategic planning; competency and skill development; improved conditions of service; the progressive establishment and implementation of a system of staff performance recognition; and a well-designed mechanism of staff accountability and responsibility at all levels. Gradual delegation to the heads of departments and offices of the administrative functions relating to human resources management will continue, while the role of the Office of Human Resources Management as a central authority for formulating policies, planning and monitoring will continue and will be reinforced. Attention will also continue to be paid to enhancing the internal system of justice.

Expected accomplishments

24.15 Secretariat staff would be highly motivated, their skills would be carefully matched to tasks, they would be up to date with respect to current technology and issues, and they would be led by performance-oriented managers. The main elements of the human resources management reform would have been largely implemented, and a system of human resources management would be in place.

Indicators of achievement

24.16 Indicators of achievement would be:

(a) A reduction in the amount of time required to process major human resources actions, including recruitment, transfers and separations;

(b) More versatile, multi-skilled staff and enhanced managerial capacity;

(c) Improved geographical distribution as reflected in the composition of the Secretariat;

(d) The degree of satisfaction expressed by users with regard to the quality and timeliness of services, including training.

Subprogramme 4
Support services

Objectives

24.17 The main objectives of this subprogramme are: (a) to ensure continued efficient and cost-effective support to substantive programmes in the areas of security and safety, information technology and information management, procurement, travel and transportation, facilities management, archives and record management and management of commercial activities; (b) to ensure efficient Secretariat support services to the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council and their subsidiary organs when they are in session and to the special conferences and meetings held under the auspices of the United Nations; and (c) to facilitate, through the provision of information and documentation, the deliberations of the General Assembly and its relevant subsidiary organs on specific support services issues under their review. Within the context of the Secretary-General's management reforms, this subprogramme also covers the strengthening of the existing common and joint services and the expansion and development of new common and joint services among the United Nations organizations.

Strategy

24.18 The responsibility for implementation of this subprogramme rests with the Office of Central Support Services at Headquarters and the relevant operational units of the United Nations offices at Geneva, Vienna and Nairobi. The overall strategy for meeting the subprogramme's objectives will revolve around the close cooperation of the service providers with the various departments and offices at Headquarters and the offices away from Headquarters. The strategy will be based on the adoption of a service-oriented

approach stressing timeliness, efficiency, cost-effectiveness and quality, through:

(a) The development of security strategies and training programmes and the enforcement of common security standards to provide a safe and secure work environment for the delegates, staff and visiting dignitaries on the premises of the United Nations;

(b) The development and implementation of a long-term strategy for information technology with a view to harmonizing the information technology infrastructure at all duty stations and improving information management;

(c) The effective implementation of procurement reform as mandated by the relevant General Assembly resolutions;

(d) The maintenance of efficient and cost-effective travel and transportation services, in particular through close cooperation with other United Nations system organizations;

(e) The efficient and cost-effective management of all existing physical facilities of the Organization, in particular through their systematic maintenance and timely renovation;

(f) The progressive upgrading of archives management, in particular through the application of advanced information technology and the gradual conversion of the service into a common service archives research centre for use by Member States, United Nations organizations and various other organizations and institutions.

24.19 Efforts will be taken to enhance and expand a system of common services through the launching of cooperative efforts and the establishment of inter-organizational networking between the United Nations and organizations of the United Nations system.

Expected accomplishments

24.20 Accomplishments within the scope of this subprogramme would include improved security and safety conditions on United Nations premises, a higher-level technological environment in the Organization, simplified and more effective administrative procedures in the areas of procurement, travel and transportation and information management, better physical condition of United Nations premises, an improved working environment for delegations and staff and more effective archives and other common services provided to users.

Indicators of achievement

24.21 Indicators of achievement would be:

(a) The outcome of an evaluation by the General Assembly of the level and scope of the specific support services provided at Headquarters and the United Nations offices at Geneva, Vienna and Nairobi;

(b) The degree of satisfaction expressed by users of specific services in response to surveys solicited by the Office of Central Support Services and the United Nations offices at Geneva, Vienna and Nairobi.

Legislative mandates

Programme 24
Management and central support services

Subprogramme 1
Management services

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
52/220	Questions relating to the proposed programme budget for the biennium 1998-1999

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
54/249	Questions relating to the proposed programme budget for the biennium 2000-2001

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
54/139	Improvement of the status of women in the Secretariat

Subprogramme 4
Support services

General Assembly resolution

54/14	Procurement reform